

Department of Corrections Kaizen Event Report Out

By:

March 18, 2005

Kaizen Methodology Tom O'Neill

Kaizen Breakthrough Experience

Team-based energy and creativity drives immediate process improvement

Day 1	Day 2	Day 3	Day 4	Day 5
Conceptual training on: <ul style="list-style-type: none">- LeanSigma® Transformation- 5 S- Kaizen Breakthrough Methodology- Standard Operations <ul style="list-style-type: none">• Cross-functional teams• Identify areas of focus	Analyze current work process <ul style="list-style-type: none">• Team formulates process improvement• Hands-on workplace improvement• One-piece flow implementation	Continue hands-on workplace improvement <ul style="list-style-type: none">• Conduct Point Kaizen• Additional process improvements• Re-time cycle times	Refine improvements <ul style="list-style-type: none">• Establish standard work results• Full production using improvements• Re-time cycle times• Document new standard operation	Present results and celebrate

Background

Jeannette Bucklew

SCOPE

This event will address the point of initial re-entry planning at time of reception to the time that the offender re-enters the community, including:

- treatment;
- release plan; and,
- Board of Parole (BOP) release decision.

Objectives

Jerry Bartruff

OBJECTIVES

- Increase teamwork.
- Improve utilization of limited treatment and staff resources.
- Improve release planning to reduce recidivism.
- Improve distribution of information on resources, release criteria, etc.
- Improve communication.
- Reduce offender unnecessary length of stay due to inefficiencies.
- Release plans congruent with DOC and BOP mission statements.

Goals

Anne Brown

- Determine targeted release for 100% of offenders (excludes life sentences).
- Reduce the time from BOP release decision to re-entry from 26 days to 10 days.
- Reduce the amount of time spent on the treatment waiting list by 10%.
- Reduce the treatment waiting list by 10% by identifying offenders who can be treated in the community.
- Reduce overall lead time by 35% - 50%.
- Reduce waste (process steps, hand-offs, delays, decisions) by 30%

Team Members

Karen Muelhaupt

PARTICIPANTS

Consultant

Jim Scott, TBM

Team leader

Tom O'Neill, DNR

- Members:
- Darlene Baugh, Deputy Warden, Fort Dodge Correctional Facility
- Bob Johnson, Deputy Warden, North Central Correctional Facility
- Jerry Bartruff, Treatment Director, Iowa Medical and Classification Center
- Lynn Hartsock, Correctional Counselor, Mt. Pleasant Correctional Facility
- Peggy Maynes, Correctional Counselor, Iowa Correctional Institution for Women
- Ernie Owen, Correctional Counselor, Clarinda Correctional Facility
- Jill Iben, Records Clerk Specialist, Anamosa State Penitentiary
- Bob Guild, Probation & Parole Supervisor, Second District
- Tam DeMaris, Residential Supervisor, First District
- Shawn Howard, Probation & Parole Officer, Fifth District
- Bob Anderson, Probation & Parole Officer, Sixth District
- Karen, Parole Board Vice Chair
- Jo Mulvihill, Polk County Victim Services
- Linda Ahrenholz, Offender Family Member & Northeast Chapter Chair, CURE
- Anne Brown, DOC Offender Services
- Jeannette Bucklew, Deputy Offender Services

Kaizen Methodology

Jill Iben

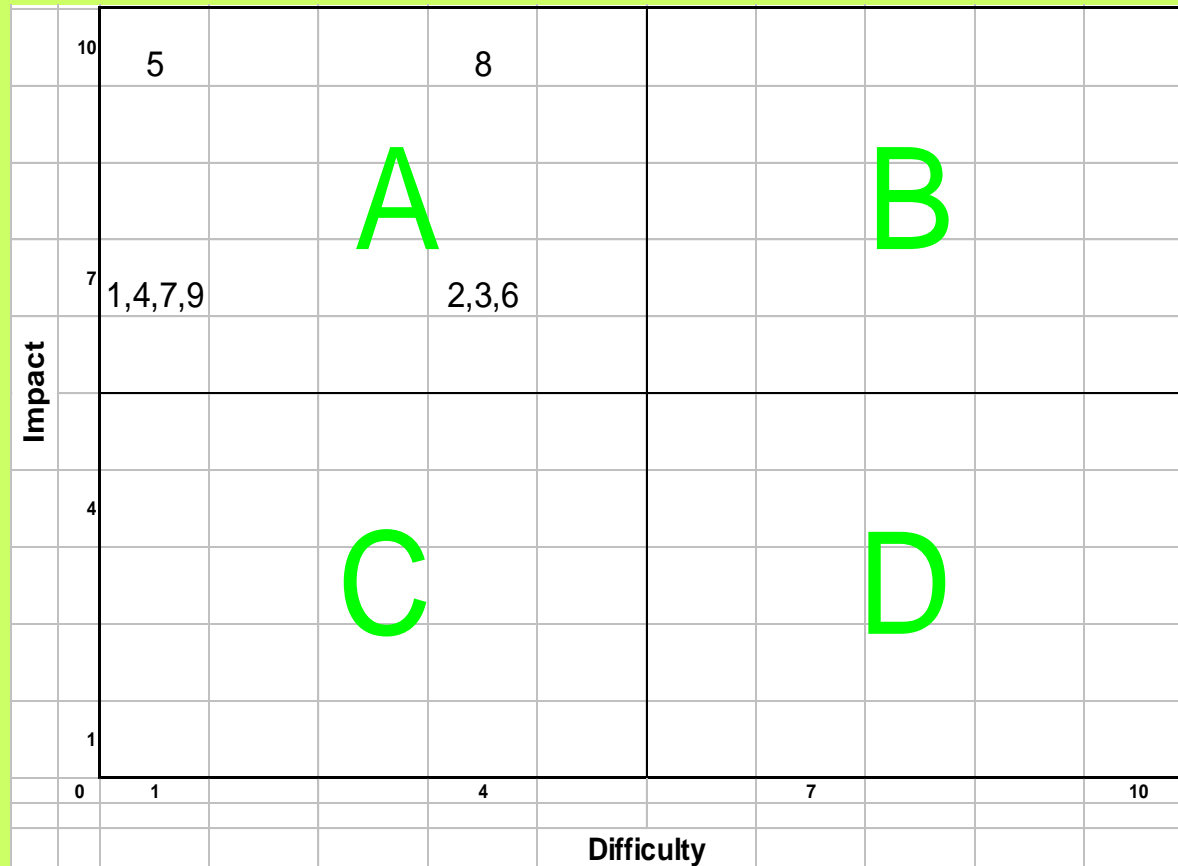
- Focus on lead time and variation reduction
- Measurement focus
- Data driven and fact based
- Provide a baseline for future Kaizen events
- Drive cultural change

Brainstorming

Peggy Maynes

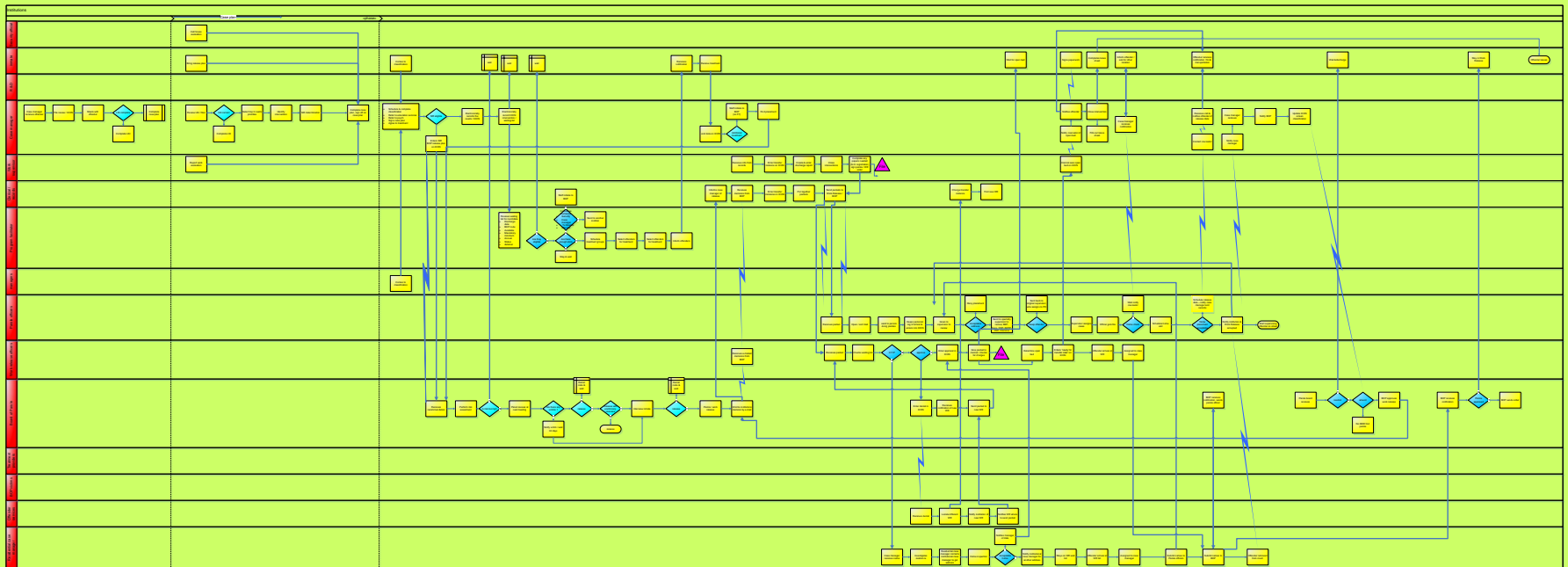
De-selection

Bob Anderson



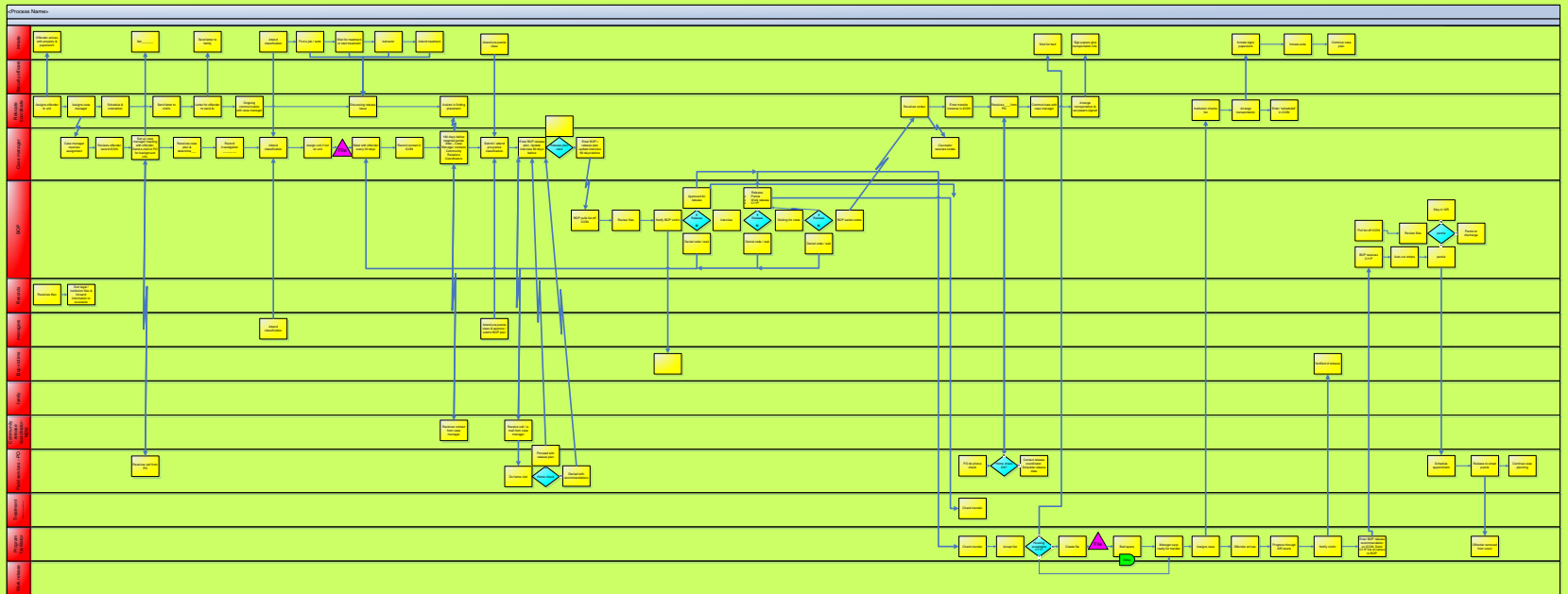
Old Process

Tam DeMaris



New Process

Bob Johnson



Results

Bob Guild

	Old	New	%
Steps	175	144	%17
Handoffs	47	31	%34
Decisions	26	17	%35
Delays	39	4	%90
days	110-885	33-288	
Value added	7	6	%-14
Loop backs	13	0	%100

Implemented

Lynn Hartsock

- Reception process
- Targeted release date
- Community coordinator
- Release coordinator
- Re-entry plan
- Communication / teamwork

30 Day List

Ernie Owen

Item #	Item Description
1)	Paperless packet
2)	Set up committees – policies, standards, checklist
3)	SIR – Oakdale
4)	Parole Board - SIR parole risk
5)	Oakdale enter parole plan at Oakdale
6)	Core group shares proposed plan

Parking Lot

Darlene Baugh

Team Member's Experience

Shawn Howard

Team Member's Experience

Linda Ahrenholz

Comments

Jim Scott

We welcome your
questions and comments!